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JOB-GRADING SYSTEM MANUAL FOR
NONAPPROPRIATED FUND INSTRUMENTALITIES

The Deputy Assistant Secretary of Defense (Civilian Personnel Policy), Office of the Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics), has authorized the following changes to DoD 141)1.1-M-1, "Job-Grading System Manual for Nonappropriated Fund Instrumentalities," October 1981:

PAGE CHANGES

Remove: Pages i, 4-3&4-4, and 4-5&4-6.

Insert: Attached replacement pages.

Changes are indicated by marginal asterisks.

EFFECTIVE DATE

The above changes are effective immediately.

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Correspondence and Directives

Attachments: 5 pages

WHEN PRESCRIBED ACTION HAS BEEN TAKEN, THIS TRANSMITTAL SHOULD BE FILED WITH THE BASIC DOCUMENT

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JOB-GRADING SYSTEM MANUAL
FOR NAFIs

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#First Amendment (Ch 1, 10-29-82)

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(11) Reporting the status and progress of work and causes of delays.

(12) Answering supervisor's question on overall work operations and problems.

Under this standard, leader jobs are graded by adding one grade to the grade of the base level of nonsupervisory work led. If the base level of nonsupervisory work led is AS-7 or PS-7, the leader job must be classified in the UA category, in accordance with job-grading standards for this category.

- * e. Grading Leader Jobs. Additionally, the step rate selected in
- * the appropriate new UA grade level shall be determined in accordance with the
- * provisions contained in subsection A.4. of this chapter and subsection F.2.,
- * Appendix B, DoD 1401.1-M (reference (d)).

3. Grade Evaluation Guide for Supervisors in AS and PS Positions

a. Coverage. This standard is used to grade jobs that involve supervision of three or more employees in occupations in the AS or PS categories.

b. Range of Responsibility. Supervisors are accountable to management for the quantity and quality of the work done and for ensuring efficient and economical work operations. They are responsible for the following:

(1) Assigning, directing, and reviewing the work of subordinates and evaluating their work performance.

(2) Approving or disapproving sick leave, annual leave, or other absences from work.

(3) Planning, scheduling, and coordinating work operations.

(4) Solving problems related to work being supervised.

(5) Determining material, equipment, and facilities needed.

(6) Explaining and gaining the support of subordinates for management policy and goals (for example, cost reduction).

(7) Working to achieve the objectives of DoD Component-wide programs and policies (such as labor-management relations and equal employment opportunity) .

(8) Dealing effectively with employees and union representatives on employee suggestions, complaints, grievances, and other matters.

c. Jobs Not Covered by this Standard

(1) Jobs in which the incumbent is responsible for leading other workers and for ensuring that work assignments are carried out as described in the separate grading standard for working leaders. Such leaders are not **account-**

able, as are supervisors, for planning, scheduling, and directing work operations; evaluating and rating subordinates on their work performance; and other supervisory duties to ensure that the work of subordinate employee meets standards of quantity and quality.

(2) Jobs in which the incumbent performs duties of a managerial or executive nature in the UA category. (Such positions are classified in accordance with the OPM "Position Classification Standards for General Schedule (GS) Positions" (reference (h)) and applicable DoD classification guides).

d. Titles and Codes. Jobs covered by this standard are identified by using the series code and adding the word "Supervisor" to the job title of the occupation reflecting the base level of nonsupervisory work supervised.

* e. Grading Supervisor Jobs. Under this standard, supervisory jobs
* are graded by adding two grades to the grade of the base level of nonsupervisory
* subordinate worker. If the base level of nonsupervisory subordinate worker is
* AS-6 or 7 or PS-6 or 7, the supervisor job must be classified in the UA category,
* in accordance with job grading standards for this category. Additionally, the
* step rate selected in the appropriate new UA grade level shall be determined in
* accordance with the provisions contained in subsection A.4. of this Chapter and
* subsection F.Z., Appendix B, DoD 1401.1-M (reference (d)).

f. Determination of Base Level of Work. This factor considers the level and complexity of the work operations supervised and their effect on the difficulty and responsibility of the supervisor's position.

(1) In determining the base level of work performed, consideration must be given to all work that affects the difficulty of the supervisor's job. This includes all operations for which the supervisor is held accountable by management for the quantity and quality of work done. Therefore, credit shall not be given for those work operations when the supervisor is not responsible for the technical as well as administrative aspects of the work.

(2) The base level of work shall be the highest level of non-supervisory work under the direct technical and administrative supervision of the position being evaluated when such work represents a significant portion of the total subordinate population (approximately 25 percent).

Note: When determining the base level, exclude any work for which the grade level of the subordinate position is based on high degree of independence or when the incumbent of a position performs work as an assistant or leader. In some instances, a portion of the work force may be in a training status and the full performance level not achieved. In such cases, a constructed grade level may be determined that represents the full performance level.

g. Comparison of Duties and Responsibilities for Nonsupervisory, Leader, and Supervisory Positions. The following table will assist users in determining the differences between leader and supervisory positions. Note that nonsupervisory employees may periodically perform leader or supervisory type duties and responsibilities during emergencies or for other short term periods. However, the intent of this standard is to allow allocation to the leader level for positions that contain leader duties and responsibilities as a continuing requirement.

EMPLOYEE	LEADER	SUPERVISOR
Full performance of work for which qualified	Relays instructions from supervisor	Plans and schedules work.
Provides day-to-day advice and guidance to lower grade and less experienced employees.	Gets the work started. Sets work pace.	Determines performance standards, and evaluates the performance of employees.
Works as senior project or team leader on temporary assignments at higher grade (not to be used as base level for leader or supervisor).	Demonstrates work methods and provides work-related guidance. Ensures that worksite materials and tools are available.	Effects hiring, promoting, motivating, disciplining, and separating employees. Counsels and coaches employees.
Works at level above full performance based on personal expertise (not to be used as base level for leader or supervisor)	Checks with supervisor on problems. Checks on work and meets productivity goals.	Supports Equal Employment Opportunity (EEO) Affirmative Action program. Approve leave.
Assumes leader or supervisory duties on an emergency or intermittent short term basis.	Ensures employees follow security, safety, and house-keeping rules. Conducts on-the-job training and instructions. Performs supervisory duties in an emergency or other short term and nonrecurring basis.	Meets with employee representatives. Preponderance of time supervising (80 percent).

4. Supervisors and Leaders of AS and PS 6 or 7 Level Work

The pay setting practice delineated in subsection F.Z., Appendix B, DoD 1401.1-M (reference (d)), shall be applied to determine the appropriate step rate selected for an employee who is promoted from an hourly paid position to a leader or supervisory position that qualifies for inclusion in the UA category under the following conditions:

- a. Leader Positions. When the base level of work led is AS-7 or PS-7.
- b. Supervisor Positions. When the base level of work supervised is AS-6/7 or PS-6/7.

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5. Effect of Reduction in Number of Employees Supervised in the
Classification of Supervisory and Managerial Positions

a. Some supervisors and managers are under the impression that the grades of their positions are based exclusively on the number of people supervised and that a reduction in this number that results from their own effectiveness may automatically downgrade their positions. On the contrary, a reduction in the size of the assigned work force does not affect adversely the supervisory position; in fact, provisions exist to reward supervisors and managers for accomplishing their duties and responsibilities in an efficient and productive manner.

b. The Supervisory Grade Evaluation Guide (SGEG), which is used to evaluate supervisory duties and responsibilities across UA occupational lines, describes 10 or more different aspects of supervisory work that must be considered in determining the grade level of a supervisory position. The evaluation factors included in the SGEG consider elements such as the complexity and scope of supervisory duties, the level of responsibility delegated to the supervisor, the nature and difficulty of the work supervised, and the degree of supervision exercised. Additionally, the SGEG includes special adjustment factors that provide for appropriate consideration of certain aspects of supervisory positions not considered in the other evaluation factors. Accordingly, position classifiers must carefully interpret all of these factors in order to evaluate effectively the worth of the total position. Similarly, managers must adhere to the principles of good position management in order to establish an effective and efficient organizational and position structure.

c. Although the number of employees supervised shall be considered in determining a supervisor's grade, this consideration is made in conjunction with an evaluation of many other factors that measure equally important aspects of the supervisory position. Accordingly, sound classification judgment must be exercised in reevaluating the position of a supervisor whose effectiveness in directing work operations has resulted in a decrease in the number of employees supervised. The final grade of a supervisory position shall be based on an evaluation of the total position and on the relationship of each factor to the overall worth of the duties and responsibilities assigned to the position. It is important that program managers clearly understand the provisions and concepts that affect the classification of supervisory positions and that are set forth both in the law and in the SGEG, or other specific standards.